KinderUSA, a 501(c)3 nonprofit organization founded in 2002, is the leading American-Muslim organization focused on the health and well-being of Palestinian children. We develop solutions to long-standing problems and believe all children are entitled to inherent rights of survival, health, shelter and education. We envision a free, just and peaceful Palestine where children thrive and look forward to a productive future, like children everywhere.

Our mission is to improve the lives of Palestinian children and other children in crisis through development and emergency relief. Our values include:
1) Peace & Freedom, 2) Health & Well-being, 3) Human Rights, 4) Sustainable Communities, 5) Education & Empowerment, and 6) Integrity & Respect.

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### Vision 2021

<table>
<thead>
<tr>
<th>GOAL 1: MISSION IMPACT</th>
<th>GOAL 2: FINANCIAL SUSTAINABILITY</th>
<th>GOAL 3: MISSION SUPPORT</th>
<th>GOAL 4: VISIONARY LEADERSHIP</th>
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<tbody>
<tr>
<td>Improve the lives children in crisis through development and emergency relief.</td>
<td>Protect financial assets and ensure long-term sustainability.</td>
<td>Increase operational efficiency and public awareness.</td>
<td>Provide ongoing development of the board, staff, and volunteers.</td>
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#### Objectives

**A. DEVELOP A PROGRAM LOGIC MODEL**
- Develop a Program Logic Model and Program Review Process.

**B. Health and Nutrition Programs**

**C. Human Development Programs**

**D. Academic Advancement**

**Objectives**

**A. INCREASE REVENUE.**
- Increase and diversify donor types and revenue streams. (Through a Multi-channel Fund Development/Marketing/Donor Relationship Plan)

**B. PROTECT ASSETS.**
- Develop proactive strategies to respond to the political realities/environment and uncertainty.

**C. MEET STANDARD NONPROFIT RATIOS.**
- Complete a 5-year Financial Ratio/Trend Analysis with action plan to address any deficiencies.

**D. IMPROVE BOARD FINANCIAL REPORTS**
- Develop and include Balance Sheet, Profit and Loss, and Cash Flow statements in reports.

**E. RESEARCH AND DEVELOPMENT FUND.**
- Set aside funds for research and development of new sustainable programs like the Farmers Coop and Women's Initiatives.

**F. Explore a legacy giving program.**

**Objectives**

**A. MARKETING/COMMUNICATION PLAN**
- Develop a comprehensive Marketing and Communication Plan to promote KINDER USA.

**B. BRAND IDENTITY**
- Increase awareness of KINDER USA with an improved website, Logo Style Guide, social media strategy and micro-blog with an editorial calendar

**C. AGENCY SPOKESPERSON**
- Identify and train an agency spokesperson and develop board member talking points.

**D. INTEGRATED TECHNOLOGY**
- Conduct assessment and develop an integrated technology plan to support grants, social media, program delivery, and Improve metric data management systems.

**E. BOARD POSITIONING**
- Strategically position the Executive Director and board members in the Muslim Network to raise awareness and create opportunities to advance the mission of KINDER USA.

**Objectives**

**A. STRATEGIC PLAN AND DASHBOARD**
- Develop 5-Year Strategic Plan and Dashboard.

**B. GOVERNING STRUCTURE**
- Develop Annual Board Agenda Calendar, establish board committees and written charter, develop policies, and a checklist to review and refine governing document, and annual governance self-assessment.

**C. STAFFING PLAN**
- Develop a 5-Year Staffing Model with projected new hires.

**D. PERSONNEL MANUAL**
- Review and refine the Personnel Policies and Procedure Manual and review it with the board of directors and employees.